The Southwestern Division

Serving the Nation and Its Defense

Presentation to Emerging Leader Conference
BG David F. Melcher, Commander Southwestern Division
U.S. Army Corps of Engineers
13 March 2002

Operation Noble Eagle

Chief of Engineers Priorities and Timeline

Timeline Objectives

Year 1 *Pleased* ✓

- Re-establish Relationships with the Administration, Congress, & the Public
- Empower the Workforce

Year 2

- Process Improvements
  - PMBP
  - Strategic Planning
- People Issues
- Encourage Emphasis on Training

Year 3

- Consolidate Gains
- Consideration of Senior Leader Moves
- Set up the 51st Chief for Success

Year 4

- Transition to New Chief
- Continue to Have Fun

Year 2 Goals – People

- **Individual Responsibilities – fostering positive, proactive people**
- **Allow occasional mistakes without punishment and reward innovative behavior**
- **Develop leaders at <u>all</u> levels**
- **METL > Tasks > Individual Development Plans**

EMPOWERMENT

<u>Commander's Goal</u>

At every level of the organization, people who accept the challenge:

If not me, then who….

If not now, then when…..

Year 2 Goals - Process

- PMBP Initiative Group chaired by CG
- Monthly VTC meetings
- **Goal: October '02 implementation** of business process
- Must deliver "Training, Tools, and Rules" to make corporate process a part of our culture
- Get involved - Outputs will affect all Corps divisions and districts
- In six months, don't want to hear "I wasn't informed and I don't agree."

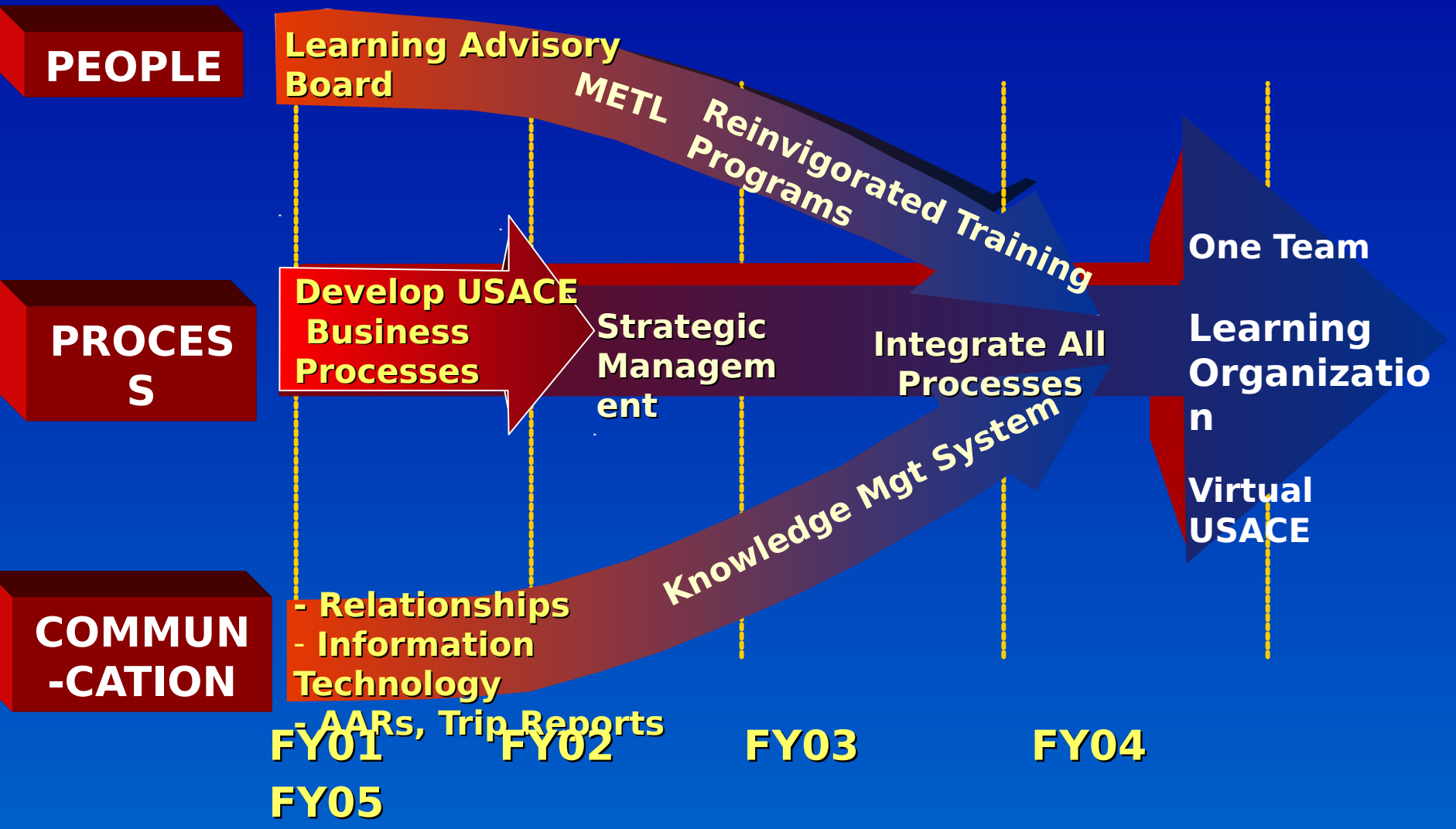
PMBP

Communication

Relationships

- Focus on Being a Learning Organization
- Internal:
  - Corporate behavior
  - “Leadership by walking around”
  - Leverage CO2 training
- Sustain current relationships and build new relationships (local, regional, national)
- Sharing Lessons Learned
- Active listening, Not Just Telling Our Story
- Engage our critics…listen…e.g.

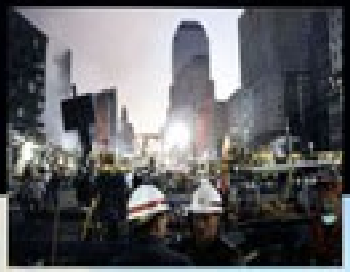
The Big Picture



Operation Noble Eagle

Homeland Defense

09-11-01 Changes the

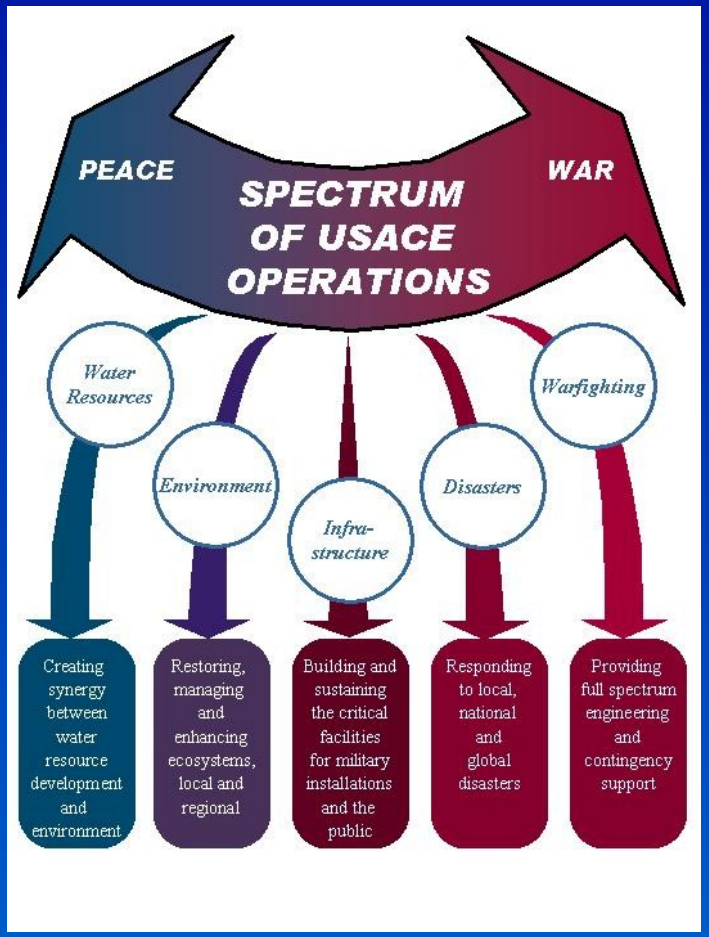


Recovery

World Trade Center Bombing, Sept. 11, 2001

Prioritie
How can we serve?

- President Bush:
  - Win the War Against Terrorism
  - The Economy
- Secretary White:
  - Win the Current War
  - Prepare for the Next War
  - Gather Resources Needed for Both


PEACE
SPECTRUM OF USACE OPERATIONS
WAR
Water Resources
Environment
Infra-structure
Disasters
Warfighting
Creating synergy between water resource development and environment
Restoring, managing and enhancing ecosystems, local and regional
Building and sustaining the critical facilities for military installations and the public
Responding to local, national and global disasters
Providing full spectrum engineering and contingency support

National Security Strategy

Homeland Defense – Our Role

Critical Infrastructure Protection

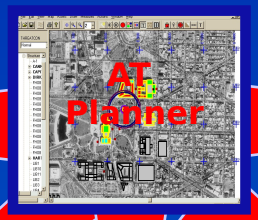
Emergency Respons

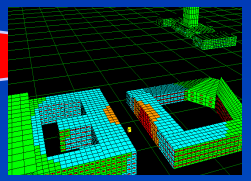
Leading Edge AT/FP Design

Joint Virtual Battlespace Initiat

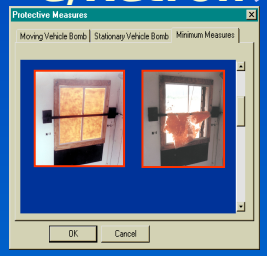
Structural/Window Hazard Analysis

Securi ty

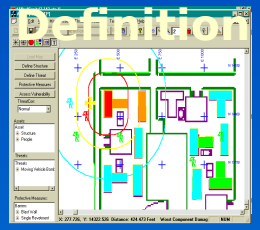




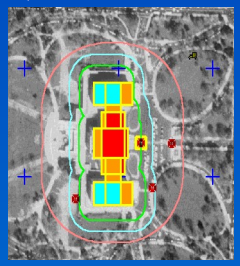
Protectiv e/Retrofi



Site



Safe Standoff Calculation



TEST RESULTS: 4 mil film on 5/32" annealed glass, 1000 lbs at 320 ft., 3.5 psi

Operation Noble Eagle SWD

90 Flood Control Lakes

1172 Recreation Sites

73.5 Million Visitors

7.7 Million Acre/Feet of storage

Drinking water provided:

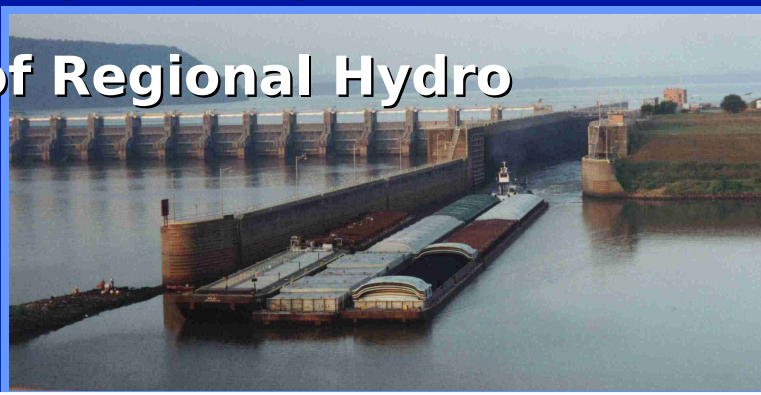
36% for Texas

35% for Oklahoma

20% for Kansas

Operation Noble Eagle, SWD

- 18 Hydro Power Plants
- 87 percent of Regional Hydro Capacity
- 22 Locks
- 34 Ports
- Pass 526 Million Tons of Cargo



Operation Noble Eagle, SWD

R = Pa x C x (1-Pe)

R = Risk (0 - .99)

Pa = Probability of Attack

C = Consequences

Pe = Probability of effectiveness

What Follows the Assessments?

- Commander's decision
- Funding Approval
- Program of Work

Operation Enduring Freedom

CENTCOM Support Mission

Operation Enduring Freedo

Field Force Engineering - FFE

Engineer with problem beyond capability to solve with in-theater resources

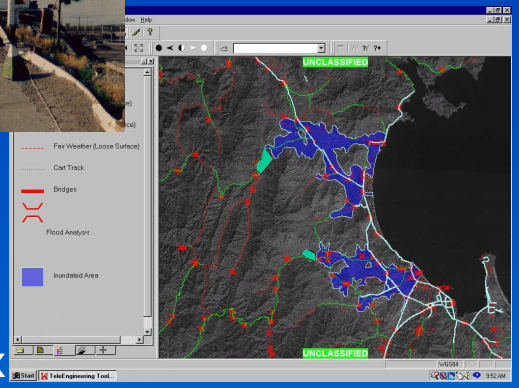
Deployed Engineer

Univ

Private Sector

SWD, etc

R&D staff with connectivity to Knowledge Bases



Connectivity Though:

- NIPRNET, SIPRNET, Secure/Non-Secure Phone and Fax
- Deployable and Fixed Site TeleEngineering Communications Systems

Operation Enduring Freedom

Operation Enduring Freedo

Homes with a view,
ravaged by war

Kabul, Afghanistan,
coming back to life

Operation Enduring Freedo

MAJ Mike Fulford, LNO, with Ghee Pappen, CREST team member, and their driver at the Combined Joint Civil / Military Operations Task Force (CJCMOTF) HQ.

CJCMOTF Officials discussing a project with local businessmen

Operation Enduring Freedo

Temporary Taxiway Repair,
Kandahar Airport, Afghanista

Cold-Patch Asphalt on a
taxiway, Kandahar Airport

Operation Enduring Freedo

MAJ Bob Cabell with his TCE-D set up for transmission

SWF FEST-A Team ready for work.

Southwestern Division

Working Today t

Meet Tomorrow

Challenges!

Questions?